



Performance Audit 2015 Governance Assessment

August 2015



Office of the City Auditor

City of Kansas City, Missouri

08-2015

CITY OF FOUNTAINS
HEART OF THE NATION



KANSAS CITY
MISSOURI

Office of the City Auditor

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August 12, 2015

Honorable Mayor and Members of the City Council:

Boards and commissions have major authority and responsibilities within Kansas City government. They are responsible for overseeing important public functions and activities in Kansas City, including policing, maintenance of parks, and development incentives. The 17 agencies we surveyed expended more than \$509 million in their 2014 accounting year.

In 2001, the City Auditor's office developed a governance checklist that could be used by the mayor and City Council to regularly evaluate the performance of the city's boards and commissions. That year, the mayor and Council directed by ordinance that Kansas City component units and the Board of Parks and Recreation Commissioners use the checklist to assess their governance practices. In 2009, the Council changed the distribution of the checklist from annually to a distribution of "at least once every four years." This report summarizes the governance checklist responses of the 13 boards and commissions who completed the governance checklist.

This audit is intended to help the City Council understand and evaluate the reported governance practices of city boards and commissions. Because boards and commissions are not directly accountable to the public for their actions, the Council should provide oversight of those serving on city governing and policy boards. The checklist survey is a tool that boards and commissions should use to assess their own governance practices and a framework the council should use for questioning boards on governance practices.

We appreciate the boards' and commissions' cooperation in completing and returning the checklist assessments. The audit team for the project was Jonathan Lecuyer and Nancy Hunt.

Douglas Jones
City Auditor

2015 Governance Assessment

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Introduction

Objectives

We conducted this audit of governance practices of boards and commissions under the authority of Article II, Section 216 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the city auditor's primary duties.

A performance audit provides findings or conclusions based on an evaluation of sufficient, appropriate evidence against criteria. Performance audits provide objective analysis to assist management and those charged with governance and oversight in using the information to improve program performance and operations, reduce costs, facilitate decision making, and contribute to public accountability.¹

This report is designed to answer the following question:

- What governance practices are the city's boards and commissions following?

Scope and Methodology

Section 2-722 of the Code of Ordinances (code) requires that the city auditor distribute a governance assessment checklist at least once every four years to component units² and appropriate governing or policy boards of the city. The code requires boards and commissions receiving the checklist to reply to the city auditor by April 30 and that a report be presented to the Council by November 1. The checklist is required to be substantially similar to the one developed for the 2001 *Good Governance*

¹ Comptroller General of the United States, *Government Auditing Standards* (Washington, DC: U.S. Government Printing Office, 2011), p. 17.

² According to Governmental Accounting Standards Board (GASB) Statement No. 14, a component unit of a primary government is an organization that is legally separate from the government but for which the primary government is financially accountable because the government officials appoint a voting majority of the organization's governing body and either the government is able to impose its will on that organization or there is a potential for the organization to provide specific benefits to, or impose specific financial burdens on, the primary government. A primary government may also be financially accountable for governmental organizations that are fiscally dependent on it.

Practices for Boards and Commissions report.³ (See Appendix A for a copy of the checklist.)

This audit summarizes the governance practices of the component units⁴ identified in the city's *2014 Comprehensive Annual Financial Report*, the Board of Parks and Recreation Commissioners, the Kansas City Area Transportation Authority (KCATA) and the Planned Industrial Expansion Authority of Kansas City, Missouri (PIEA). KCATA and PIEA were included at the request of the Finance, Governance, and Ethics Committee.

We sent assessment checklists to 17 boards and commissions on February 23, 2015, and a reminder on March 27, 2015. Thirteen organizations completed the checklist. Three of the city's component units that are required by section 2-722 of the Code of Ordinances to respond to our survey did not respond. Those organizations are the EDC Charitable Fund, the EDC Loan Corporation, and the Performing Arts Community Improvement District. Although we invited the Planned Industrial Expansion Authority of Kansas City, Missouri, to participate at the request of the Finance, Governance, and Ethics Committee, the Authority did not provide a response. Some respondents did not answer every question.

The survey information contained in this audit is self-reported. We did not verify responses to the survey questions or determine their reasonableness. We drew conclusions based on the responses received to the checklist questions.

We conducted this performance audit in accordance with generally accepted government auditing standards with the exception of reporting the views of management concerning the audit because we do not make any recommendations. We do not believe the absence of a response affects the audit results.

Government auditing standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. No information

³ *Special Report: Good Governance Practices for Boards and Commissions*, Office of the City Auditor, Kansas City, Missouri, August 2001.

⁴ Although listed as a component unit in the city's *2014 Comprehensive Annual Financial Report*, we did not include the Metropolitan Ambulance Services Trust (MAST) in our survey because the work done by MAST is now performed by the Fire Department.

was omitted from this report because it was deemed privileged or confidential.

Background

Kansas City Boards and Commissions

Boards and commissions are responsible for overseeing important public functions and activities in Kansas City, including policing, maintenance of parks, and development incentives. Like elected officials, boards and commissions are responsible for allocating public resources and overseeing the provision of services. In 2014, the boards and commissions we surveyed spent over \$509 million. (See Exhibit 1.) Unlike elected officials, these boards and commissions are not directly accountable to the voters for their actions.

Exhibit 1. Board and Commission Expenditures for Fiscal Year 2014

Component Unit or Selected Agency	Expenditures
Board of Police Commissioners of Kansas City, Missouri	\$246,334,778
Kansas City Area Transportation Authority	97,604,105
Tax Increment Financing Commission of Kansas City, Missouri	89,177,856
Board of Parks and Recreation Commissioners	59,514,008
Economic Development Corporation of Kansas City, Missouri	5,442,520
Land Bank of Kansas City, Missouri	2,997,000
Port Authority of Kansas City, Missouri	2,799,730
American Jazz Museum, Inc.	2,201,000
Land Clearance for Redevelopment Authority	799,962
Kansas City, Missouri Homesteading Authority	645,000
Downtown Economic Stimulus Authority of Kansas City, Missouri	629,487
Kansas City International Airport Community Improvement District	446,148
EDC Loan Corporation	282,201
Planned Industrial Expansion Authority of Kansas City, Missouri	262,159
Performing Arts Community Improvement District	239,858
EDC Charitable Fund	182,987
Kansas City Maintenance Reserve Corporation	70,000
Total	\$509,628,799

Sources: Boards' and Commissions' audited financial statements, budget documents, and the 2014 Kansas City, Missouri, Comprehensive Annual Financial Report.

What Is Good Governance?

Governance is the exercise of authority, direction, and control by a governing board. Governance deals with *what* an organization is to do and is focused on planning, setting goals and objectives, and developing policies to guide the organization and monitor its progress toward

implementation of its plans. The primary focus of governance should be on the long-term – the organization’s mission, values, policies, goals, objectives, and accountability.⁵

A key to good governance is asking good questions. Board members should question management—and one another—to exercise authority and to provide direction and control. The good governance practices we examined are:

- Leading the organization.
- Setting policies delineating management responsibilities.
- Ensuring management compliance with board directives.
- Ensuring accountability for achieving organizational goals.
- Ensuring a high level of board performance and effectiveness.
- Representing the public.

⁵ Guy LeClerc, W. David Moynagh, Jean-Pierre Boisclair, and Hugh R. Hanson, *Accountability, Performance Reporting, Comprehensive Audit – An Integrated Perspective*, (Ottawa, CCAF-FCVI, Inc., 1996), p. 8.

Findings

Checklist Responses Suggest Potential Governance Strengths and Weaknesses

Responses to the self-assessment checklists identified strengths and weaknesses in the six core governance functions. Most of the boards and commissions report having incorporated good governance practices to lead their organizations, adopted policies defining board and management responsibilities, and hold their organization accountable for achieving goals. Some responses, however, also demonstrate improvements could be made in ensuring oversight of management compliance with board directives, board performance and effectiveness, and representation of the public. (See Appendix B for a summary of the checklist responses by board and commission.)

Leading the Organization

Boards and commissions should lead their organizations. They should ensure that the purpose for the organization is defined and establish overall goals for the organization. Appointed boards and commissions should develop a mission statement to help them lead their organization and should communicate the mission statement and goals to management.

A mission statement should define the purpose of the organization, incorporating any legal mandates (e.g., port authorities have a purpose specified in state statutes). A mission statement should also focus on the impact the organization intends to make in citizens' lives. Boards should focus on the future of their organizations. They should maintain a strategic perspective, engage in long-term planning, and articulate the vision for their organizations.

Most boards report taking actions to lead their organization.

Responses from the checklist indicate that most boards and commissions have adopted practices to lead their organizations, however only slightly more than half of the responding organizations reported goals that describe the end results of the organization's activities. (See Exhibit 2.)

Exhibit 2. Responses on Leading the Organization

Question	Yes	No	Don't Know	N/A	Total ⁶
Has the board set overall goals for the organization?	11	2	0	0	13
Has the board prepared a mission statement?	9	3	0	1	13
Do the goals describe the end result of the organization's activities?	7	0	1	4	12
Has the board communicated organizational goals to management?	10	0	0	3	13
Has the board engaged in strategic planning?	11	0	0	1	12

Source: Governance Assessment Checklist Responses.

Set Policies Delineating Management's Responsibilities

To strengthen accountability and the effectiveness of the organization, boards should adopt policies that clearly define board and management responsibilities. The degree of separation between board duties and staff duties can vary from total separation of duties to cooperative work on emerging issues. Boards should specify who in the organization should set goals, who should determine which programs and services will be offered, who should set the organizational structure, and who should ensure adequate resources to implement organizational goals.

The chief executive officer (CEO) of an organization is normally responsible for implementing programs and performing managerial activities to achieve the organizational goals. In that case, all management related policies including authority and responsibility should be addressed to the CEO. The CEO should have the latitude to determine how goals will be achieved, as long as the methods are not explicitly prohibited by board policies.

Boards can also prescribe certain financial and budget management practices. The Government Finance Officers Association and the National Advisory Council on State and Local Budgeting recommend adopting and periodically reviewing financial planning, revenue and expenditure policies.

Most boards report adopting policies delineating responsibilities.

Most responding boards and commissions reported having adopted policies that prohibit unethical or unacceptable actions by management; delineate the CEO's powers; and address management-related policies to the CEO. All but one respondent reported having adopted key financial policies. (See Exhibit 3.)

⁶ Questions left blank by responding organizations were omitted in the total.

Exhibit 3. Responses on Setting Policies Delineating Responsibilities

Question	Yes	No	Don't Know	N/A	Total
Has the board adopted policies that delineate the power of the CEO?	9	2	0	2	13
Has the board adopted policies that prohibit management actions that are unethical or unacceptable?	11	0	0	2	13
Has the board adopted policies that prescribe board-CEO relationship?	9	2	0	2	13
Are management-related policies addressed to the CEO?	10	0	0	3	13
Has the board adopted any financial planning, revenue, and expenditure policies?	12	0	0	1	13

Source: Governance Assessment Checklist Responses.

Ensure Management Compliance with Board Directives

Boards and commissions should have assurance that management is working toward achieving organizational goals at a reasonable cost. The CEO is accountable for staff's compliance with the board's policies, existing laws, and ethical standards. Appointed boards and commissions should institute regular reporting by the CEO to ensure management compliance with board policies, existing laws, and ethical standards. Boards should adopt policies, which define what the CEO must report on and when. Policies should provide criteria against which the CEO reports will be compared.

To have assurance that management complies with a board's directives, laws, and ethical standards, the board should establish an audit committee and an independent internal audit function. The internal auditor should report to the CEO, be independent of the accounting and finance function, and have direct access to the board's audit committee. If organizations cannot establish their own internal audit function because of their size, they should outsource the assessment of internal controls and management compliance. For that purpose, Kansas City boards and commissions can seek assistance or advice from the City Auditor's Office, the city's Internal Auditor, or commercial audit organizations. In addition, boards should provide for regular external audits of the organization's financial statements.

Oversight of management compliance with board directives could be strengthened. All of the responding organizations reported providing for the external review of their financial statements and most specified when and what the CEO should report. About half of the responding organizations report having established an audit committee or criteria against which to evaluate reported progress. Few responding

organizations reported establishing an internal audit function. (See Exhibit 4.)

Exhibit 4. Responses on Management Compliance with Board Directives

Question	Yes	No	Don't Know	N/A	Total ⁷
Has the board specified what the CEO must report on and when?	10	1	0	2	13
Has the board defined the criteria against which the CEO reports will be compared?	6	4	0	3	13
Has the board organized an audit committee?	7	2	0	4	13
Has the board provided for an internal audit function?	2	10	0	1	13
Is the internal auditor independent from the accounting and finance function?	2	0	0	10	12
Does the internal auditor have access to the audit committee?	3	0	0	10	13
Has the board provided for external review of the organization's financial statements?	13	0	0	0	13

Source: Governance Assessment Checklist Responses.

Ensure Accountability for Achieving Organizational Goals

Unlike for-profit organizations, which measure their success or failure by the profit generated, governmental organizations do not have a universal indicator of whether they are accomplishing their mission. Therefore, boards and commissions should continually monitor progress towards accomplishing the organization's mission and evaluate whether goals are relevant.

Appointed boards and commissions should hold the CEO responsible for achieving organizational goals and assess the CEO's performance in terms of that achievement. In addition to requiring CEO reports on a regular basis on whether the organization is meeting its goals, boards should also seek information from sources independent of management such as surveys, focus groups, outside experts, stakeholders, and constituents. Evaluating the organization's progress in meeting its goals should include reviewing and, if necessary, updating the organization's mission, goals, and policies.

Most respondents report holding their organization accountable for achieving goals. Most of the responding boards and commissions reported having practices to monitor organizational progress for fulfilling missions and achieving goals and having updated their policies, mission statements, and goals. Only half of the responding boards and commissions, however, reported that they did seek information on

⁷ Questions left blank by responding organizations were omitted in the total

whether the organization is achieving its goals from independent sources and had assessed the CEO's performance. (See Exhibit 5.)

Exhibit 5. Responses on Accountability for Achieving Organizational Mission and Goals

Question	Yes	No	Don't Know	N/A	Total
Has the board monitored the organization's progress toward accomplishing its mission?	10	1	0	2	13
Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?	9	0	0	4	13
Has the board assessed the CEO's performance?	7	2	2	2	13
Has the board reviewed and updated the policies, mission statement, and goals?	10	1	0	2	13
Has the board sought information on whether the organization is achieving its goals from sources independent of management?	7	4	0	2	13

Source: Governance Assessment Checklist Responses.

Ensure a High Level of Board Performance and Effectiveness

To ensure a high level of board and commission performance and effectiveness, boards and commissions should organize their work. Appointed boards and commissions should define board activities and how board business will be conducted. In addition, boards should regulate individual board member behavior. For that purpose, boards should develop a board manual or by-laws and job descriptions for individual board members. The manual should describe how board meetings are conducted, how the committees are structured, and how decisions are communicated.

Individual board members should be responsible for their behavior as it relates to working with other board members and staff. Boards should adopt and follow a code of ethics. Boards should conduct orientation for new members, and implement ongoing training for the board. Boards should enforce an attendance/absenteeism policy and have regular collective board self-evaluations. Boards should deliberate in many voices, but decide and operate as one. Although individual board members can and should request information from staff (preferably from the CEO), only the board as a whole should direct staff through the CEO to perform any activity.

Boards collectively should lead rather than react. They should set and control the agenda. City, state, and federal legislation sometimes requires board approval of purely administrative issues such as purchasing contracts and personnel actions. In order to avoid micro-

management, boards should affirm management decisions on these issues, often without the need for discussion. This can be done by putting these issues on a separate agenda for automatic approval in board meetings.

Improvements could strengthen board performance and effectiveness. All of the responding organizations reported their board set and controlled the organization's agenda and almost all reported having by-laws and policies to help guide them. Their effectiveness could be improved with training, collective self-evaluations and an adopted and enforced attendance/absenteeism policy. (See Exhibit 6.)

Exhibit 6. Responses on Board Performance and Effectiveness

Question	Yes	No	Don't Know	N/A	Total
Has the board adopted policies that prescribe board activities and the manner in which board meetings are conducted, the committees are structured, and decisions are communicated?	12	0	0	1	13
Has the board adopted a board manual or by-laws?	12	0	0	1	13
Has the board adopted a code of ethical conduct?	10	1	0	2	13
Has the board adopted a conflict of interest policy?	9	2	0	2	13
Has the board developed job descriptions for board members?	6	5	0	2	13
Has the board had an orientation for new members?	8	5	0	0	13
Has the board had ongoing training for the board members?	5	8	0	0	13
Has the board adopted and enforced an attendance/absenteeism policy?	3	10	0	0	13
Has the board had a collective self-evaluation?	2	11	0	0	13
Has the board set and controlled the agenda?	13	0	0	0	13

Source: Governance Assessment Checklist Responses.

Representing the "Owners" of the Organization

City boards and commissions represent the people of Kansas City. Citizens are the ultimate owners of organizations governed by city boards and commissions. Board members' behavior should reflect the belief that they are trustees for the citizens. Appointed boards and commissions should know whom the board represents collectively and be accountable to the mayor and the Council. Boards should seek to enhance the external image and credibility of their organizations. To be effective, boards need to communicate and cooperate with other organizations in the city to understand how their own organization fits within the city's big picture.

The goal of any city organization should be to make a difference in the lives of Kansas City residents. In their activities, boards interact with

multiple stakeholders representing the interests of various groups within the city. It is important that boards appreciate the different interests of these groups, but still act based on the need to promote the general interest of the people of Kansas City.

The mayor of Kansas City makes appointments to the Board of Parks and Recreation Commissioners and component units. To assist the mayor in choosing candidates for appointment, boards should develop job descriptions and a written board profile with a description of desired knowledge, skills, abilities, and other characteristics for prospective board members. Board appointments should be made with consideration of the needs of the board and the skills and qualifications of potential candidates.

Board business should always be conducted in accordance with the Missouri Sunshine Law.⁸ Absent some compelling reason recognized in the law, regular board meetings must be open to public scrutiny. Boards should gather evidence of stakeholders' concerns, needs, and demands, and board members should have direct contact with the citizens and their representatives, including the mayor and the City Council.

Strengthening elements of board member recruitment could improve representation of the public. All of the responding boards and commissions reported complying with the State of Missouri's Sunshine Law. Most reported assessing the needs, concerns, and demands of Kansas City citizens regarding the organization's activities and communicating with other city boards and organizations to see how the activities fit within the city's "big picture." However, most responding boards and commissions reported that they had not developed job descriptions for candidates for appointment which could aid in appointments to the boards and commissions. (See Exhibit 7.)

⁸ RSMo Sections 610.010 – 610.029.

Exhibit 7. Responses on Representation of the Public

Question	Yes	No	Don't Know	N/A	Total
Has the board had meetings with the Mayor and City Council?	7	6	0	0	13
Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	10	3	0	0	13
Has the board conducted business in accordance with the Missouri Sunshine Law?	13	0	0	0	13
Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?	9	4	0	0	13
Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?	4	5	1	3	13
Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?	2	4	0	7	13
Has the board developed job descriptions for candidates for appointment?	1	8	2	2	13

Source: Governance Assessment Checklist Responses.

Appendix A

Governance Assessment Checklist

Governance Assessment Checklist

2015

*Return by April 30, 2015

Please check the applicable boxes.

Boards should establish overall goals for the organization:

1a. Has the board set overall goals for the organization?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

1b. Has the board prepared a mission statement?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

1c. Do the goals describe the end result of the organization's activities?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

1d. Has the board communicated organizational goals to management?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

1e. Has the board engaged in strategic planning?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

Boards should adopt policies that delineate board and staff responsibilities:

2a. Has the board adopted policies that delineate the power of the CEO?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

2b. Has the board adopted policies that prohibit management actions that are unethical or unacceptable?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

2c. Has the board adopted policies that prescribe board-CEO relationship?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

2d. Are management-related policies addressed to the CEO?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

2e. Has the board adopted any financial planning, revenue, and expenditure policies?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

Boards should ensure management compliance with board directives:

3a. Has the board specified what the CEO must report on and when?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

3b. Has the board defined the criteria against which the CEO reports will be compared?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

3c. Has the board organized an audit committee?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

3d. Has the board provided for an internal audit function?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

3e. Is the internal auditor independent from the accounting and finance function?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

3f. Does the internal auditor have access to the audit committee?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

3g. Has the board provided for external review of the organization's financial statements?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

Boards should ensure accountability for achieving the organization's goals:

4a. Has the board monitored the organization's progress toward accomplishing its mission?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

4b. Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

4c. Has the board assessed the CEO's performance?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

4d. Has the board reviewed and updated the policies, mission statement, and goals?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

4e. Has the board sought information on whether the organization is achieving its goals from sources independent of management?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

Boards should ensure a high level of board performance and effectiveness:

5a. Has the board adopted policies that prescribe board activities and the manner in which board meetings are conducted, the committees are structured, and decisions are communicated?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5b. Has the board adopted a board manual or by-laws?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5c. Has the board adopted a code of ethical conduct?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5d. Has the board adopted a conflict of interest policy?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5e. Has the board developed job descriptions for board members?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5f. Has the board had an orientation for new members?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5g. Has the board had ongoing training for the board members?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5h. Has the board adopted and enforced an attendance/absenteeism policy?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5i. Has the board had a collective self-evaluation?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

5j. Has the board set and controlled the agenda?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

Boards should represent the people of Kansas City:

6a. Has the board had meetings with the Mayor and City Council?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

6b. Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

6c. Has the board conducted business in accordance with the Missouri Sunshine Law?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

6d. Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

6e. Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

6f. Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

6g. Has the board developed job descriptions for candidates for appointment?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Not applicable

Please indicate the name and contact information for the person(s) completing this checklist:

Name

Title / Position

Organization / Agency

Address

Phone

E-mail

Fax

This concludes the survey. Thank you for your time!
Please mail, email, or fax your completed survey by April 30, 2015 to:
Jonathan Lecuyer, City Auditor's Office, 414 E. 12th St., Room 2103, Kansas City, MO 64106
jonathan.lecuyer@kcmo.org, (816) 513-3305 (fax)

Appendix B

Checklist Responses by Organization

American Jazz Museum, Inc.

2014 Expenditures – \$ 2,201,000

The American Jazz Museum, Inc. is responsible for overseeing the operation of the American Jazz Museum, the GEM Theatre, the Blue Room, the Horace Peterson III Visitors Center and the common areas of the Museum at 18th and Vine. The city appoints a voting majority of the governing body.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	7	0	0	0	7
Ensuring accountability for achieving goals	5	0	0	0	5
Ensuring high board performance and effectiveness	10	0	0	0	10
Representing the public interest	6	0	0	1	7

The respondent answered “Not Applicable” (N/A) to the following question:

- Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?

Board of Parks and Recreation Commissioners

2014 Expenditures – \$59,514,008

The Board of Parks and Recreation Commissioners controls the city’s Parks and Recreation Department and appoints the director. The board provides for, improves, develops, and maintains parks, playgrounds, community centers, parkways, boulevards, recreation and educational programs, and other resources as assigned by the City Council. The mayor appoints all five members of the board and designates the board president.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	2	1	0	4	7
Ensuring accountability for achieving goals	5	0	0	0	5
Ensuring high board performance and effectiveness	4	3	0	3	10
Representing the public interest	4	3	0	0	7

The respondent answered “No” to the following questions:

- Has the board defined the criteria against which the CEO reports will be compared?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board developed a “board profile” to help the Mayor in choosing candidates for appointments to the board?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered “Not Applicable” (N/A) to the following questions:

- Has the board organized an audit committee?
- Has the board provided for an internal audit function?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Has the board adopted a code of ethical conduct?
- Has the board adopted a conflict of interest policy?
- Has the board developed job descriptions for board members?

Board of Police Commissioners of Kansas City, Missouri

2014 Expenditures – \$246,334,778

The Board of Police Commissioners of Kansas City, Missouri, is responsible for overseeing police services for the city and is governed by a five-member board. The mayor is a member, with the four remaining members appointed by the governor of Missouri. Under state statutes, the city must provide funding to the board amounting to at least 20 percent of the city's general revenues. Further, the board cannot levy taxes or issue bonded debt, powers that are held by the city, to the benefit of the board. As a result of the board's fiscal dependency upon the city, the city is financially accountable for the board.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	7	0	0	0	7
Ensuring accountability for achieving goals	5	0	0	0	5
Ensuring high board performance and effectiveness	9	1	0	0	10
Representing the public interest	4	0	0	3	7

The respondent answered "No" to the following question:

- Has the board developed job descriptions for board members?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

Downtown Economic Stimulus Authority of Kansas City, Missouri

2014 Expenditures – \$629,487

The Downtown Economic Stimulus Authority of Kansas City, Missouri, reviews development projects vying to use the state revenues authorized by the Missouri Downtown Economic Stimulus Authority and makes formal recommendations to the City Council and Missouri Development Finance Board. The mayor appoints 12 of the 13 members of the board.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	0	2	0	2	4
Setting policies delineating responsibilities	2	2	0	1	5
Ensuring compliance with board directives	1	3	0	3	7
Ensuring accountability for achieving goals	0	1	0	4	5
Ensuring high board performance and effectiveness	5	5	0	0	10
Representing the public interest	1	5	0	1	7

The respondent answered “No” to the following questions:

- Has the board set overall goals for the organization?
- Has the board prepared a mission statement?
- Has the board adopted policies that delineate the power of the CEO?
- Has the board adopted policies that prescribe board-CEO relationship?
- Has the board specified what the CEO must report on and when?
- Has the board organized an audit committee?
- Has the board provided for an internal audit function?
- Has the board assessed the CEO's performance?
- Has the board developed job descriptions for board members?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?
- Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?
- Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?
- Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered “Not Applicable” (N/A) to the following questions:

- Do the goals describe the end result of the organization's activities?
- Has the board communicated organizational goals to management?
- Are management-related policies addressed to the CEO?

- Has the board defined the criteria against which the CEO reports will be compared?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Has the board monitored the organization's progress toward accomplishing its mission?
- Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?
- Has the board reviewed and updated the policies, mission statement, and goals?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

The respondent left the following question blank⁹:

- Has the board engaged in strategic planning?

⁹ Questions left blank by responding organizations were omitted in the total.

Economic Development Corporation of Kansas City, Missouri

2014 Expenditures – \$5,442,520

The Economic Development Corporation (EDC) is a 501(c)(4) not-for-profit business development organization funded by both public and private sector monies. City officials constitute three of the nine members of the EDC board of directors. The Mayor is an automatic board member and also appoints an additional five at-large members. The EDC provides a financial benefit to the city by performing economic development services that retain and grow Kansas City, Missouri, businesses.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	4	0	1	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	3	2	0	2	7
Ensuring accountability for achieving goals	4	1	0	0	5
Ensuring high board performance and effectiveness	8	2	0	0	10
Representing the public interest	4	0	2	1	7

The respondent answered “No” to the following questions:

- Has the board defined the criteria against which the CEO reports will be compared?
- Has the board provided for an internal audit function?
- Has the board reviewed and updated the policies, mission statement, and goals?
- Has the board had ongoing training for the board members?
- Has the board had a collective self-evaluation?

The respondent answered “Don’t Know” to the following questions:

- Do the goals describe the end result of the organization's activities?
- Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered “Not Applicable” (N/A) to the following questions:

- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

EDC Charitable Fund

2014 Expenditures – \$182,987

The EDC-Charitable Fund is a nonprofit corporation that merges public and private funds and development incentives to acquire, construct, maintain, and operate redevelopment projects. The EDC-Charitable Fund has a five-member board of directors consisting of four Economic Development Corporation (EDC) board members, including a city council member and the president of the EDC. The city has provided significant funding, by use of federal grants, to the EDC Charitable Fund, which reflects the fund's dependence on the city.

The EDC Charitable Fund did not respond to our assessment checklist as required by city ordinance.

EDC Loan Corporation

2014 Expenditures – \$ 282,201

The EDC Loan Corporation is a non-profit corporation that specializes in lending and financing to small business. Its goal is to use its resources and efforts to partner with not only small businesses, but also local lenders to assist in various forms of financing. There are programs to help all kinds of needs: acquisition of land and buildings; new construction or renovations; machinery and equipment; and working capital.

The EDC Loan Corporation did not respond to our assessment checklist as required by city ordinance.

Kansas City, Missouri Homesteading Authority

2014 Expenditure- \$645,000

The Kansas City, Missouri Homesteading Authority acts as a recipient of federal, state, local, or private funds and real estate to be used for housing, community development, economic activities, and other related activities within Kansas City, Missouri. The board of directors consists of seven members. Five of the members are appointed by the city manager and two are appointed by the mayor.

Kansas City, Missouri Homesteading Authority

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	4	1	0	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	3	2	0	2	7
Ensuring accountability for achieving goals	3	1	1	0	5
Ensuring high board performance and effectiveness	6	4	0	0	10
Representing the public interest	4	2	0	1	7

The respondent answered “No” to the following questions:

- Has the board prepared a mission statement?
- Has the board defined the criteria against which the CEO reports will be compared?
- Has the board provided for an internal audit function?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?¹⁰

The respondent answered “Don’t Know” to the following question:

- Has the board assessed the CEO's performance?¹¹

The respondent answered “Not Applicable” (N/A) to the following questions:

- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

¹⁰ Respondent wrote on form: “I believe at least some of our Board are appointed by the City Manager.”

¹¹ Respondent wrote on form: “Not since I started in June, 2014.”

Kansas City Area Transportation Authority

2014 Expenditures - \$97,604,105

The Kansas City Area Transportation Authority (KCATA) is a bi-state agency created by a compact between the States of Missouri and Kansas, and approved by the United States Congress. The KCATA is responsible for planning, constructing, owning, and operating passenger transportation systems and facilities within the seven-county Kansas City metropolitan area of Cass, Clay, Jackson, and Platte counties in Missouri; and Johnson, Leavenworth, and Wyandotte counties in Kansas. KCATA is not a component unit of the city.

Kansas City Area Transportation Authority					
Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	4	0	0	0	4
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	5	1	0	0	6
Ensuring accountability for achieving goals	4	1	0	0	5
Ensuring high board performance and effectiveness	7	3	0	0	10
Representing the public interest	5	2	0	0	7

The respondent answered “No” to the following questions:

- Has the board provided for an internal audit function?
- Has the board assessed the CEO's performance?¹²
- Has the board adopted a conflict of interest policy?¹³
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

The respondent left the following questions blank¹⁴:

- Do the goals describe the end result of the organization's activities?
- Is the internal auditor independent from the accounting and finance function?

¹² Respondent wrote on form: “New CEO.”

¹³ Respondent wrote on form: “Follow State Law.”

¹⁴ Questions left blank by responding organizations were omitted in the total.

Kansas City International Airport Community Improvement District

2014 Expenditures - \$446,148

The Kansas City International Airport Community Improvement District (KCICID) collects sales and use taxes to address economic, social, and infrastructure needs within the district as well as providing management, operational, and ownership duties for all real and personal property either owned by, leased to, or leased from the KCICID. The mayor appoints all five members of the KCICID board of directors.

Kansas City International Airport Community Improvement District

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	1	0	0	4	5
Setting policies delineating responsibilities	1	0	0	4	5
Ensuring compliance with board directives	1	1	0	5	7
Ensuring accountability for achieving goals	0	1	0	4	5
Ensuring high board performance and effectiveness	1	4	0	5	10
Representing the public interest	2	5	0	0	7

The respondent answered “No” to the following questions:

- Has the board provided for an internal audit function?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?
- Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?
- Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered “Not Applicable” (N/A) to the following questions:

- Has the board prepared a mission statement?
- Do the goals describe the end result of the organization's activities?
- Has the board communicated organizational goals to management?
- Has the board engaged in strategic planning?
- Has the board adopted policies that delineate the power of the CEO?

- Has the board adopted policies that prohibit management actions that are unethical or unacceptable?
- Has the board adopted policies that prescribe board-CEO relationship?
- Are management-related policies addressed to the CEO?
- Has the board specified what the CEO must report on and when?
- Has the board defined the criteria against which the CEO reports will be compared?
- Has the board organized an audit committee?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Has the board monitored the organization's progress toward accomplishing its mission?
- Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?
- Has the board assessed the CEO's performance?
- Has the board reviewed and updated the policies, mission statement, and goals?
- Has the board adopted policies that prescribe board activities and the manner in which board meetings are conducted, the committees are structured, and the decisions are communicated?
- Has the board adopted a board manual or by-laws?
- Has the board adopted a code of ethical conduct?
- Has the board adopted a conflict of interest policy?
- Has the board developed job descriptions for board members?

Kansas City Maintenance Reserve Corporation

2014 Expenditures - \$70,000

The Kansas City Maintenance Reserve Corporation (MRC) administers a home maintenance program provided to certain homeowners participating in loan programs formerly administered for the city by the Housing and Economic Development Financial Corporation. The MRC is governed by a four-member board of directors appointed by the city manager. Funding of the MRC's activities is provided primarily by federal grants obtained by the city.

Kansas City Maintenance Reserve Corporation

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	4	1	0	0	5
Setting policies delineating responsibilities	0	0	0	5	5
Ensuring compliance with board directives	2	1	0	4	7
Ensuring accountability for achieving goals	3	0	0	2	5
Ensuring high board performance and effectiveness	4	6	0	0	10
Representing the public interest	2	2	0	3	7

The respondent answered "No" to the following questions:

- Has the board prepared a mission statement?
- Has the board provided for an internal audit function?
- Has the board adopted a code of ethical conduct?
- Has the board adopted a conflict of interest policy?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?
- Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board adopted policies that delineate the power of the CEO?
- Has the board adopted policies that prohibit management actions that are unethical or unacceptable?
- Has the board adopted policies that prescribe board-CEO relationship?
- Are management-related policies addressed to the CEO?
- Has the board adopted any financial planning, revenue, and expenditure policies?
- Has the board specified what the CEO must report on and when?
- Has the board defined the criteria against which the CEO reports will be compared?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?

- Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?
- Has the board assessed the CEO's performance?
- Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

Land Bank of Kansas City, Missouri

2014 Expenditures - \$2,997,000

The Land Bank of Kansas City, Missouri, manages, sells, transfers, and disposes of interests in real estate in accordance with Chapter 74, Code of Ordinances of Kansas City, Missouri. The mayor appoints three members of the five-member board of commissioners.

Land Bank of Kansas City, Missouri

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	3	2	0	2	7
Ensuring accountability for achieving goals	3	1	1	0	5
Ensuring high board performance and effectiveness	5	5	0	0	10
Representing the public interest	5	1	1	0	7

The respondent answered “No” to the following questions:

- Has the board organized an audit committee?
- Has the board provided for an internal audit function?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?¹⁵
- Has the board developed job descriptions for board members?

The respondent answered “Don’t Know” to the following questions:

- Has the board assessed the CEO's performance?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered “Not Applicable” (N/A) to the following questions:

- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?

¹⁵ Respondent wrote on form: “Mayor’s Policy Advisor attends our meetings.”

Land Clearance for Redevelopment Authority

2014 Expenditures - \$799,962

The Land Clearance for Redevelopment Authority (LCRA) is responsible for eliminating blight within the city limits by acquiring and preparing land for redevelopment. The mayor appoints all five members of the board of commissioners. The city approves certain project budgets of the LCRA and provides a significant amount of revenue.

Land Clearance for Redevelopment Authority					
Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	4	0	0	1	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	3	1	0	3	7
Ensuring accountability for achieving goals	4	1	0	0	5
Ensuring high board performance and effectiveness	6	4	0	0	10
Representing the public interest	2	4	0	1	7

The respondent answered “No” to the following questions:

- Has the board provided for an internal audit function?¹⁶
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board developed job descriptions for board members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?¹⁷
- Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?
- Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered “Not Applicable” (N/A) to the following questions:

- Do the goals describe the end result of the organization's activities?
- Has the board organized an audit committee?¹⁸
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

¹⁶ Respondent wrote on form: “This is an EDC function.”

¹⁷ Respondent wrote on form: “Board chair only.”

¹⁸ Respondent wrote on form: “Chair participates in EDC Audit Committee.”

Performing Arts Community Improvement District

2014 Expenditures - \$239,858

The Performing Arts Community Improvement District (PACID) collects sales taxes and fees, rents, and other charges within the district for the purpose of funding the expansion and improvements of the downtown Kansas City, Missouri, area surrounding Bartle Hall and the Performing Arts Center. The mayor appoints all eight members of the PACID board of directors.

The Performing Arts Community Improvement District did not respond to our assessment checklist as required by city ordinance.

Planned Industrial Expansion Authority of Kansas City, Missouri

2014 Expenditures – \$262,159

The Planned Industrial Expansion Authority of Kansas City, Missouri (PIEA) eliminates blight and fosters development and redevelopment activities in areas designated by the city. PIEA can grant tax abatement of new property taxes resulting from new construction or rehabilitation for up to 25 years. The mayor appoints 15 commissioners to the PIEA board. The PIEA is not a component unit of the city.

The PIEA did not respond to our assessment checklist as requested by the Finance, Governance, and Ethics Committee.

Port Authority of Kansas City, Missouri

2014 Expenditures - \$2,799,730

The Port Authority of Kansas City, Missouri (Port Authority) is responsible for the planning and development of the Missouri River and other development areas in the Kansas City, Missouri, corporate limits. The mayor appoints all nine members of the board of commissioners. The Port Authority promotes economic development and job creation within the city.

Port Authority of Kansas City, Missouri

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	3	1	0	3	7
Ensuring accountability for achieving goals	5	0	0	0	5
Ensuring high board performance and effectiveness	8	2	0	0	10
Representing the public interest	5	2	0	0	7

The respondent answered “No” to the following questions:

- Has the board provided for an internal audit function?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered “Not Applicable” (N/A) to the following questions:

- Has the board organized an audit committee?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?

Tax Increment Financing Commission of Kansas City, Missouri

2014 Expenditures - \$89,177,856

The Tax Increment Financing Commission of Kansas City, Missouri, (TIFC) uses tax increment financing as a method to finance redevelopment project expenses through payments in lieu of taxes and economic activity taxes. The mayor appoints a voting majority of the commissioners. The TIFC redevelops blighted, substandard, and economically underutilized areas within the city.

TIF Commission

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Function
Leading the organization	2	1	0	2	5
Setting policies delineating responsibilities	3	2	0	0	5
Ensuring compliance with board directives	3	2	0	2	7
Ensuring accountability for achieving goals	2	1	0	2	5
Ensuring high board performance and effectiveness	7	3	0	0	10
Representing the public interest	2	4	0	1	7

The respondent answered “No” to the following questions:

- Has the board set overall goals for the organization?
- Has the board adopted policies that delineate the power of the CEO?
- Has the board adopted policies that prescribe board-CEO relationship?
- Has the board defined the criteria against which the CEO reports will be compared?
- Has the board provided for an internal audit function?
- Has the board monitored the organization's progress toward accomplishing its mission?
- Has the board developed job descriptions for board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?
- Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?
- Has the board developed a "board profile" to help the Mayor in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered “Not Applicable” (N/A) to the following questions:

- Do the goals describe the end result of the organization's activities?
- Has the board communicated organizational goals to management?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?

- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?